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VINTAGE



Our Thoughts

Transactional Analysis claims that almost every human being in this world has a script. A script according to T.A. is a preconscious life plan that an individual has charted out early in childhood. He or she has determined, as to how life shall be lived and that is his/her script. Unfortunately this preconscious life plan has been internalized, forgotten and forgotten that it has been forgotten. This life script will determine whether the individual will succeed or not; whether he will be happy or not. All his major decisions from the kind of person he would marry to the kind of bed and setting in which he would die are determined by his life script.

Eric Berne, the father of Transactional Analysis, invited his colleagues to speculate about the possibility of extending this concept to whole organizations. That is, if organizations *qua* organizations also have scripts and are they also dancing to a tune rather than calling their own?

Jongeward, an analyst from the T A school, boldly conjectured that organizations too have scripts and that the life-course of an organization more often than not resembles the life-course of a person. There, are some organizations 'destined' for success and some others 'destined' to fail like individuals?

Where do we start looking for organizational scripts?

Patterns in the major decisions taken by an organization of long history is one clue to the organizational script. Kets de Vries and Miller seem to have done just that when they classified organizations as Dramatic, Suspicious, Compulsive, Depressive and Detached - all pathological labels though they did not explicitly use a T.A-script framework.

Perhaps the strongest clues to the organizational script can be found in the culture, values and norms of the organization- the way these guide the structuring of time in the organization. Berne calls time structuring - how to structure his waking hours - as the eternal problem of the human being.

This speculation on organizational scripts needs thorough empirical validation. Organizational Change agents can then establish an effective contract for change with the client organization using some of the psychotherapeutic techniques so elaborately developed in TA literature.

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Do you have a clue to an internalized script for your organization? 'ENTER' T.A. under VINTAGE



Regulate your inner conversation through conscious development of E.Q. Take a look in FOCUS



Smile at your follies before you say, "Cheese!" MUST READ



If your core is given to giving.... don't give up! CORE by Ravi



SCAMPER your creative manipulations! Tamper them in the last page.

Focus

Are people born with certain levels of empathy or do they acquire empathy as a result of life's experiences? The debate goes on. Scientific research suggests that there is a genetic component to emotional intelligence, although psychological and development research and practice clearly demonstrate that emotional intelligence can be learned. How much of each will probably never be known, what is certain is that emotional intelligence can be acquired through practice and feedback from others.

Emotional intelligence increases with age and the old-fashioned word for this phenomenon is: *maturity*. Yet even with maturity, some people still need training to enhance their emotional intelligence. Training however has to be a focussed, individualized approach.

EQ is born largely in the neuro transmitters of the brain's limbic system, which governs feelings, drives, impulses. Research indicates that the limbic system learns best through motivation, extended practices and feedback. Old behavioural patterns need to be broken and new ones established. Imagine an executive who is thought low on empathy because of her inability to listen. She interrupts people and doesn't pay close attention to what they are saying. To fix the

Can Emotional Intelligence be learned?



problem, the executive needs to be motivated to change and then she needs practice and feed back from others. A colleague or coach can be tapped to let the executive know when she has been observed failing to listen. She would then have to replay the incident and give a better response. And the executive could be directed to observe certain executives good at listening and mimic their behaviour.

EQ is largely a matter of self-regulation. Biological impulses drive our emotions. We cannot do away with them, but we can do much to manage them. Self-regulation is like an ongoing inner conversation, it is the component of EQ that frees us from being prisoners of our feelings. People with such inner conversations,

feel bad moods like anyone else but they find ways to control them and even channelise them in useful ways. They master their emotions and are able to roll with the changes. They don't panic.

Consider the challenge of leading a team. A group is in turmoil, missing deadlines, overloaded with work. Tinkering with procedures is not enough. The leader has to relate to the emotional make-up of the team-- listen, encourage constructive complaints, urge a sharing of frustrations. The result is not just heightened collaboration but better business as well.

IQ and technical skills are very critical, but mainly as threshold capabilities. But EQ is the *sine qua non* of an effective person. One can have an incisive analytical mind, best training in the world, endless supply of smart ideas, but without EQ, he or she will still not make a great professional.

Building one's EQ will not happen without sincere desire and concentrated effort. There is more to it than seminars and books. Internalizing empathy as a natural response to people is hard but it can be done. Ralph Waldo Emerson wrote "Nothing great was ever achieved without enthusiasm".

- Extract from HBR-1998.

MUST READ

Who Moved My Cheese

By Dr. Spencer Johnson

94 pages, Rs.95/-

Printed in India by Gopsons Papers Ltd.

An hour to read, a lifetime to practice-Who Moved My Cheese is a simple parable that provides valuable insights for an individual, for an organization and for a community.

We all need to be less stressed and more happy. For this we need to anticipate, adapt to and enjoy CHANGE. We all understand this but very few of us expect and accept change as a reality in our lives. "Wisdom is knowing what to do, virtue lies in doing it!"

Here is an amusing and lighthearted story of four endearing characters -two mice "Sniff" and Scurry" and two little people-"Hem" and Haw". Yet these characters unravel an amazing way to deal with change in work and life. It will make you laugh at yourself and change and do better.

A small nugget of "Haw" wisdom:

"He was scaring himself to death. Then he laughed at himself. He realized his fears were making things worse. So he did what he would do if he wasn't afraid. He moved in a new direction. As he started running down the dark corridor, he began to smile. Haw did not realize it yet, but he was discovering what nourished his soul. He was letting go and trusting what lay ahead for him, even though he did not know exactly what it was. He stopped to write on the wall "IMAGINING MYSELF ENJOYING NEW CHEESE EVEN BEFORE I FIND IT LEADS ME TO IT".

The style is engaging, brisk and full of earthly wisdom. We will admit that the biggest inhibitor to change lies within ourselves, and that nothing gets better until we change.

Who Moved my Cheese will be appealing to the 'expert' and to the general reader. Very practical, simple and clear, this book will captivate our heads and hearts and provoke several 'reads'.

Another sample of "cheese wisdom":

"The mice did not overanalyse things. And they were not burdened with many complex beliefs. To the mice, the problem and the answer were both simple. The situation at Cheese Station had changed. So, Sniff and Scurry decided to change."

Don't miss this book. You would want to read it over and over again because as Robert Burns put it "The best laid plans o' mice and men often go astray."

Development of the Core

"Existence, Exhilaration and Energy are all that matter and they are the means. The means are not simply essential. They are the very embodiment of the purpose beyond".

When the means become the very essence of life, the existence has a meaning, the exhilaration has a noble purpose and the energy is all pervading.

This brings us to the issue of what are these means for. The means serve the purpose of "Giving". Does "Giving" give a greater pleasure to us or "Receiving" give a greater pleasure? When we look around we see a number of people eager to receive, struggling hard to receive, avaricious to receive and sacrificing the core to receive. Receiving only induces living for own self. This creates a myopic world where self becomes the world and not the world becoming self.

What does one give. There is so much more to give. Giving knowledge, giving emotions, giving support, giving physical help, giving a meaning for existence, giving a sense of purpose, giving a feeling of being wanted, giving energy...

One can ask a question, how can I give when I don't have. I believe that giving when one has got enough is only fulfilling the responsibility. Not giving when one has is the height of narcissism. Giving when one does not have enough is the essence of really giving. Then it flows like a never-ending river whose origin very few have seen and that is one of the few miracles of really giving.

Of course, there must be people who are there to receive. Only then people who can give can give. "Real giving" calls for a fine attitude that personifies the following

- I would like to give because I should
- I would like to give even if I cannot
- I am fortunate to be given to give
- I am fortunate to be given the will and the desire to give
- My giving does not make me any better than the receiver

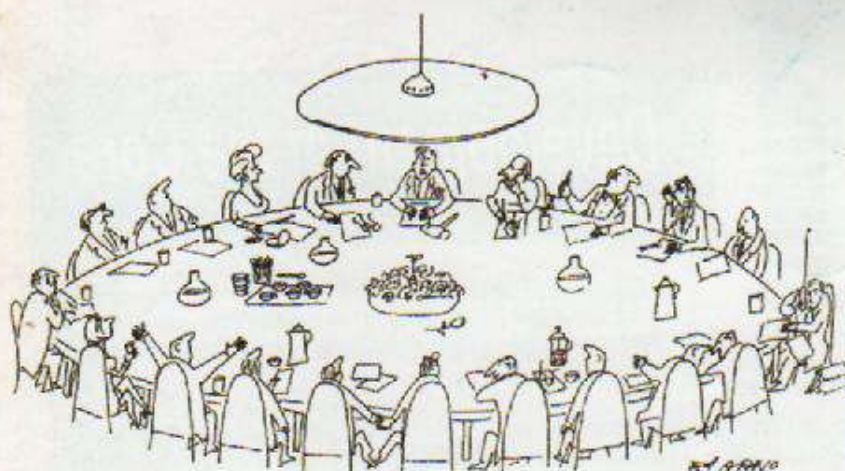
Somebody has been giving to me and therefore I am able to give and therefore I am a receiver too. I only don't know who the giver is and because of that invisible giver, I need to be even more responsible and humble as a giver

Isn't giving a sheer pleasure!

- Until next issue

Nau

NOTES FROM ALL OVER



"It is my sad duty to report that as of this date your company still has not been subject to a takeover attempt"

COURTESY: HARVARD BUSINESS REVIEW

"Either dance well or quit the ballroom"

- Greek proverb

"We are drowning in information and starved for knowledge"

- John Naisbitt

"Life essentially boils down to a choice. You either stand by your principles and responsibilities or you don't."

- Pete Goss

"If you want 10 days of happiness grow grain. If you want 10 years of happiness grow a tree. If you want 100 years of happiness, grow people."

- Harvey Mackay

"Some television programmes are chewing gum for the eyes"

- John Mason Brown

"Society cannot thrive on judgement alone"

- Edward de Bono

"There is no such thing as minor detail. All details are major."

- Anonymous

Scamper is a checklist of idea-spurring questions. Some of the questions were first suggested by Alex Osborn, a pioneer teacher of creativity. They were later arranged by Bob Eberle into this mnemonic.

S - Substitute.

Batavia, a New York department store gave each of his employees

a thermal mug, reducing disposable cup trash by 85%. This simple substitution generated an incredible amount of free publicity.

When ice cream sodas were discouraged by clergy on Sundays (sucking-sodas was not the right thing to do in a church!), the soda manufacturer Robert Green got around the ban by serving ice-cream on Sundays with sweet syrup and no soda- hence the sundae- a new American Delight!

C-Combine

In the mid 1880's Eastman developed a cellulose film that weighed almost nothing. This idea in itself was a great one... and then Eastman designed a light weight camera to use with the new film. This combination made him the leader in photography within 10 years.

A-Adapt

In New Mexico a research project is underway to adapt jimsonweed, poisonous to humans, to help clean up heavy metal pollution in the environment.

M-Magnify

Because George Cullen wondered what would happen if he expanded his grocery store to heroic proportions, the Supermarket was born.

P-Put to other uses

Clarence Birdseye extended the process of fast-freezing foods to the circus industry and created a brand new product-frozen orange juice.

E-Eliminate or minify

The original doughnut did not have a hole. According to one legend a small boy found that the center portion of the doughnut made by his mother was not properly cooked, so he forked-out the center portion and thus was born the doughnut as we know it.

R-Rearrange

The key to Xerox's success was a better pricing arrangement. What would you like to rearrange, magnify, adapt, change, substitute, combine.... Wear your creative cap.... The possibilities are endless.

**Manipulation
is
the
brother
of
creativity!**

EDITOR: MALATHY SETHURAM
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